

64-4383 E.

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25 April 1964

MEMORANDUM FOR: General Carter

1. On the matter of DD/I-DD/S&T "coordination" of finished intelligence, the following is pertinent. After your "peace treaty" directive of 30 October (Tab A) DD/I and DD/S&T each found difficulty in translating this into a specific working arrangement. Among other things, DD/I was not able to designate a senior officer to ride herd on coordination until after [redacted] was given the green light to assume his current position.

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2. It was not until <sup>24</sup> late March when ORR and OSI worked out an agreement on coordination that specific arrangements were laid on. This ORR -OSI agreement is at Tab B.

3. Prior to the 24 March ORR -OSI agreement, there was very little coordination in the true sense of the word. OSI did seek comments from various components of the DD/I but did not feel constrained to incorporate all the comments. These comments were usually sought in an early stage of the preparation of the report and the DD/I components did not know until after the report had appeared on the streets whether or not all of their comments were included.

4. In most cases the damage was not great because frankly most of the reports were not that important.

5. In the case of the nuclear warhead report which triggered DCI's concern and his memo to you of 20 April, ORR did not agree with the paper and said so in written commentary to OSI. ORR objected primarily on grounds that OSI's draft did not take cognizance of Soviet military doctrine. OSI took the view that they need not have included this objection because the paper was primarily scientific and technical.

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6. Now that [redacted] is in the saddle in DD/I and with the 24 March agreement, the coordination procedures should improve, but there are several issues that are in need of resolution. These issues are:

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a. Your directive of 30 October insists that there be coordination but does not specify what should occur when OSI and DD/I components cannot agree. It is my opinion that such cases should be bucked up the line to DD/I and DD/S&T and then onward to you or DCI if necessary.

b. Your requirement that the reports be coordinated does not leave room for the publication of a report which may be at odds with NIE's or agreed views, but which would have the value of raising a controversial subject or an interesting hypothesis in order to generate fresh thinking in the community. In my opinion this could be solved by letting OSI or DD/I components publish such a report with a foreword or caveat which clearly specifies that the views are heretic and represent a sort of think-piece.

c. There is a nebulous area in the dissemination of OSI reports. They go to members of USIB but it is difficult to say whether they go beyond, for example to people like Bundy; SecDef; Chairman, AEC; etc. This is too important a matter to be left to registries and bookkeepers and I think DD/I should have a voice in determining the dissemination of the OSI reports.

d. The fact that no one showed up to explain to you that there was a difficulty in implementing your directive of 30 October and that the issue was not really set right until late March, suggests that you or Executive Director should have a meeting with DD/I, DD/S&T, Office heads in DD/I and OSI to assure yourself that things are now on the track.

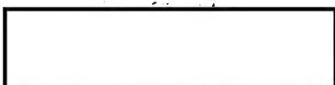
7. The nuclear warhead report that raised the issue and the DCI's memo to you of 20 April are attached as Tab C.

*Ltd to  
DD/S&T  
via  
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Executive Registry  
6.3-8191

30 October 1963

**MEMORANDUM FOR:** Executive Director  
Deputy Director (Intelligence)  
Deputy Director (Plans)  
Deputy Director (Science and Technology)  
Deputy Director (Support)

**SUBJECT** : Relationships Between DD/I and DD/S&T

The recent transfer of OSI to the Directorate of Science and Technology necessitates a statement of respective responsibilities of the DD/I and DD/S&T in certain areas. The following guidelines apply:

1. It is essential that this organizational change enhance the free flow of basic intelligence information and exchange of substantive views between the DD/I and DD/S&T at all levels. Well-established working relationships exist and will be encouraged to ensure that all appropriate substantive information and viewpoints are available and considered in connection with the production of finished intelligence of all types.
2. Over-all responsibility for production and publication of finished intelligence, and its dissemination outside of CIA, remains assigned to the DD/I.
3. The DD/S&T carries the basic responsibility for the production and publication of scientific and technical intelligence. Dissemination outside of CIA will have prior DD/I coordination.
4. The DD/I carries the basic responsibility for the integration of scientific and technical intelligence produced by DD/S&T with other types of intelligence in the development of finished intelligence.
5. The DD/I will coordinate all finished intelligence which incorporates scientific and technical material with the DD/S&T prior to dissemination outside CIA, using existing channels for this coordination.

(~~EXECUTIVE MEMORY FILE~~) DD/S&T Organization  
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6. Scientific and technical intelligence material will be routinely provided to the **DD/I** who will thus have an opportunity to fuse it with other types of intelligence in more broadly based **CIA** publications. This advance coordination will also ensure that the substantive views of all relevant **DD/I** analytical components will continue to be available to the Office of Scientific Intelligence. The **DD/I** will designate a senior officer to ensure that these comments are provided promptly to **OSI** so that an efficient production effort can be sustained. This provision for review of **S&T** intelligence will also encourage the normal and extensive exchange of draft reports between analysts.

7. Production of **S&T** intelligence reports, especially as they support National Intelligence Estimates and Current Intelligence or other **CIA** memoranda, will be scheduled so as to be responsive to **DD/I** needs.

8. **OSI** will continue to prepare draft contributions to pertinent National Intelligence Estimates, and will provide them to **ONE** and other interested offices of the **DD/I**. The same draft contributions will also be provided to the relevant USIB committees, where such drafts often form the basis for community agreement which is subsequently provided by the committees to **ONE**. These draft contributions will be clearly identified as **DD/S&T** working papers, so as not to be confused with final Agency positions.

9. It is essential that **OCI** and **ONE** continue to receive vigorous and effective support from the **DD/S&T** on current and national intelligence matters. The **AD/SI** will designate a senior officer to ensure that this support is rendered to **OCI**, **ONE**, and other elements of the **DD/I**.

10. The **DD/S&T** will act as the immediate link between the **DCI** and the USIB scientific committees, GMAIC, JAEIC, and SIC, while recognizing that these committees are elements of USIB and are not subordinate to either **DD/I** or **DD/S&T**. The **DD/S&T** will take the initiative in preparing briefing memoranda and position papers for the **DCI** on matters arising out of those committees, and will coordinate such matters with the **DD/I**.

11. The **DD/I** is responsible for establishing the **CIA** position on all USIB matters. He will rely heavily on the **DD/S&T** in framing the Agency position on matters which are primarily scientific and technical and will

ensure that unresolved substantive differences between DD/S&T and Board Estimates are clearly evident. The DD/I will furnish the DD/S&T with copies of all pertinent USIB briefing memoranda for the DDCI and DCI.

[Redacted]  
Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

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cc: Inspector General  
Legislative Counsel  
Comptroller  
D/DCI/NIPE  
O/DCI (Mr. Elder)

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24 MAR 1964

IMMEDIATE FOR: Assistant Director, Scientific Intelligence,  
DDI/SCI

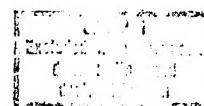
SUBJECT: CDR-CSI Coordination

1. Your memorandum of 11 March 1964 on CDR-CSI coordination clarifies CSI views on coordination between the two Offices in the intelligence production process and we accept the procedures for distribution of "division drafts" and "last look" at final drafts as proposed by you, although we would much prefer to receive in this Office for review a copy of a final draft for which we request a "last look."

2. CDR's concept of coordination of a draft report is that criticisms, if any and hopefully constructive, have been taken into consideration by the producing Office in redrafting and that a report should not be considered completed until differences have been resolved or remaining disagreements (1) are so minor or of such a specialised nature that the judgment of the component with primary responsibility for the subject is accepted, or (2) are recognized as requiring resolution at a higher level. As you know, many entire drafts and large portions of others do not fall within the areas of interest of components within the Office receiving a draft for coordination, with the result that active review of drafts is limited to those portions of mutual concern.

3. CDR analysts are encouraged to coordinate with their colleagues in CSI and other Offices during the research phase of their projects. This, in many instances, has resulted in an excellent working relationship between analysts and has laid the foundation for more rapid formal coordination. Upon completion of a draft by an CDR analyst, it is substantively checked by the branch chief and forwarded to the Division chief for further review. Following division review and if dealing with military-economic, scientific, nuclear energy, geologic, or other subjects of interest to CSI, the draft is forwarded for coordination to CSI and, as appropriate, to other Offices. Every effort is made to impress upon the analyst his responsibility for ensuring that the report will not, without good reason (such as new information or analysis), be inconsistent with other finished intelligence of the Agency. Divisions do not "sign off" on studies for dissemination outside CSI until coordination signatures have been received from Offices which share a substantive interest in them. The division draft is

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then forwarded to the Publications Staff for final editing. If OSI desires a "last look" at the CII Draft after it has been edited, a request for this can be entered in the Comments section of Form 1720 which accompanies the Division draft submitted to OSI.

4. The reason CII people have desired the opportunity for a "last look" at some OSI drafts is because there have been instances when OSI analysts have spent considerable effort in trying to arrive at mutually satisfactory figures and language with the CII analysts only to find after issuance of the final report that their views had not been reflected in summarizing. Without seeing the final draft, they had no way of knowing whether or not serious disagreements remained which should have been brought to a higher level for resolution. We would hope that working relations could always be sufficiently close so that the analysts would obtain assurance at that level that their views will in fact be reflected in redrafts. Then there would be less need for a "last look" at portions of final drafts.

5. OSI will continue to encourage coordination at analyst level, and will distribute manuscripts after review at division chief level, as described in paragraph 3 above. I have designated a focal point in each of the Research Areas of CII to ensure that OSI obtains drafts of our reports as specified above and that OSI can request a "last look" at CII edited drafts. The OSI division draft for coordination review prior to your ID action can be submitted to the appropriate staff center. They are:

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Military-Economic Research Area



Economic Research Area

Geographic Research Area

6. I hope that through this exchange of views, there has been some clarification of the sources of difficulty experienced in the past and I am confident that our two offices can continue to work together effectively and with mutual understanding.

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CCIO E. COHEN  
Assistant Director  
Research and Reports

Distribution:

Orig. and 1 - Addressee

1 - ADD/I (Management)

1 - CIA/DIA JAG

2 - OAD/RR

1 - Ch/E

1 - Ch/G

1 - Ch/M

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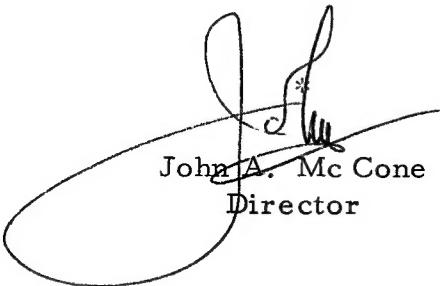
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20 APR 1964

20 April 1964

MEMORANDUM FOR: General Carter

1. Commenting on the attached report with Ray Cline and Jack Smith, I learned that ORR have some serious reservations concerning the conclusions in this report and attempt is being made to recall it for correction, if corrections are indicated after appropriate coordination with divisions such as ORR, who have competence in this field.
2. This raises a question in my mind as to why the report was printed and circulated prior to coordination with divisions of DDI. It is my understanding that you have laid down some procedures to avoid distribution outside of the Agency of reports of a technical nature unilaterally developed by one division or directorate without clearance through DDI.
3. I would appreciate your going into this matter and discuss it with me promptly.



John A. McCone  
Director

\*Dictated but not read by Mr. McCone

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